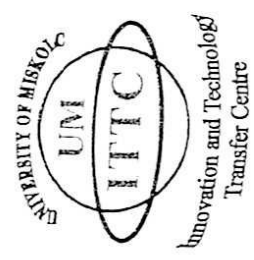
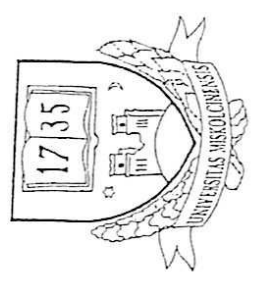
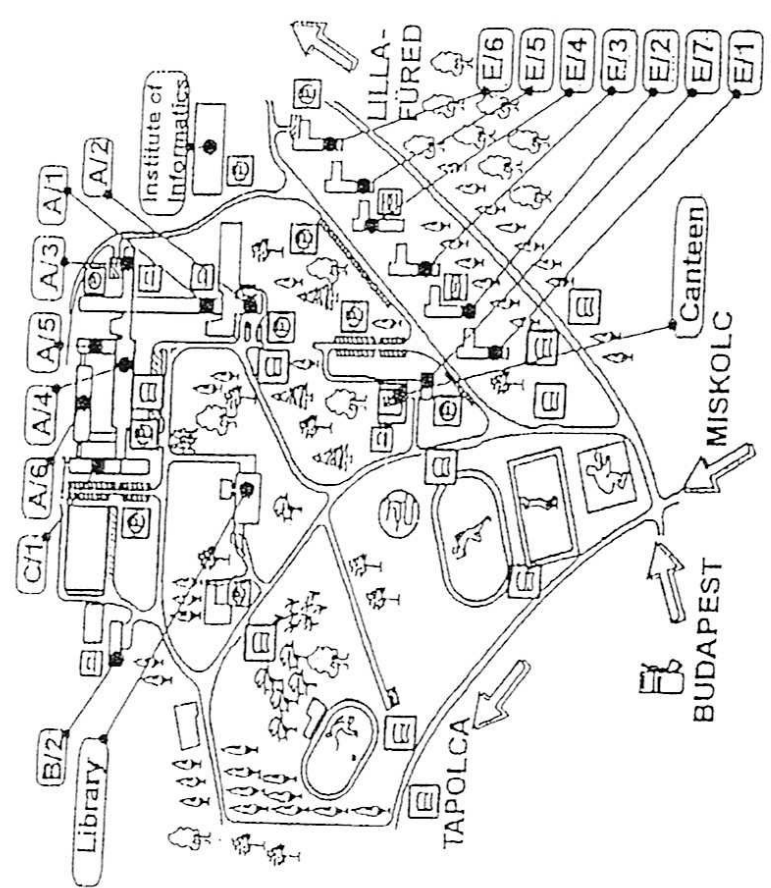


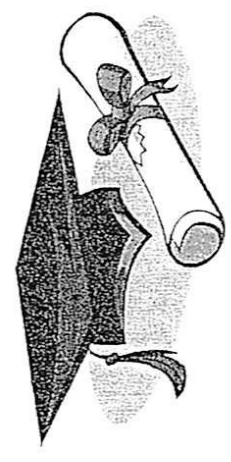
UNIVERSITY OF MISKOLC



5th INTERNATIONAL CONFERENCE OF PHD STUDENTS

University of Miskolc, Hungary

14-20 August 2005



PROGRAMME

ENVIRONMENTAL-CONSCIOUS BEHAVIOUR OF ENTERPRISES

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ENVIRONMENTAL PROBLEMS AND SOLUTIONS

Paying attention to environmental problems is no more a choice, rather our duty to consider. UN has worked out the principle of sustainable development. Practical it says that our living standard must be developed on such a way, that gives better living-possibilities for the future generations, as well. The key-word is "Being more environmental-conscious"; it is easier to say than do.

One side we can mention the conflict between environmental and economical benefits. Developing a greener version of a product needs additional capital, time and human work. But it means additional technical and market risks, as well. As a consumer we meet similar problems. Greener products may be more expensive and/or their services are at a lower quality.

The other side living environmental-consciously is difficult, because we are out of relevant information. We buy products, but generally we do not know anything about its environmental performance. There are eco-labels and other institutes, but at the moment the information-system is not advanced and uniformed. This means, that even if you want to make decisions in an environmental-friendly way, you may not be able to do that.

How can we solve the environmental and adjunct information- and education-problems? Another important question asks who can and who has to solve these problems? The short answer: everybody. The word "everybody" collects the people (men and women, parents and children...), the profit-oriented enterprises, NGO-s, the local and national governmental units and the international collaborations, as well. Each sphere has the own function: e.g. the UN can give frames and principles, what gives the basis of undivided actions of the others. The role of EU is similar to UN, but EU has additional equipment: it has the right to make laws (define barriers and aids). Government lays down and operates the local rules. NGO-s give assistance for solving special problems. Extremely simplified the people and the enterprises are the sectors, which have direct influence on the environment by their acts.

In my opinion in the future we can achieve significant results on building an environmental-conscious world, if we focus on the enterprises. In this article I will show the reasons for my opinion and the way how to connect the individual and organisational consciousness.

COMPONENTS OF ENVIRONMENTAL-CONSCIOUS BEHAVIOR

Environmental-consciousness can be defined as a behavioural approach of entities, showing higher regard for environmental and natural problems and for

solving them. In my opinion environmental-consciousness is the indicator of the "quality" of actions and decisions. The quality in this definition means the presence of environmental interests and values.

We generally talk about the environmental-consciousness of the people, but we should not overlook the role of enterprises. Because of the fact that environmental contamination is mainly caused by factories and enterprises they have to take the responsibility of reducing and obviating the damages.

There is an other reason for giving special attention to the enterprises. People are consumers and producers at the same time. Analysing in a long-run period their consumer-role is modificative. If they will be environmental-conscious, if the society will call for green products and services and people will decline non-green solutions, enterprises will have to adapt this want. But actually the situation is not so easy. The picture above is the result of a long and difficult evolution.

Maloney gives 4 component of environmental-consciousness:

- factual knowledge in ecology;
 - emotional perception for environmental problems;
 - disposition to act;
 - existed act. [Maloney]
- An actual research – based on other theories – mentions 5 dimensions:

- knowledge in ecology;
- environmental attitudes;
- environmental values;
- disposition to act;
- existed act. [Nemescséné]

Being able to measure and develop the individual and organisational environmental-consciousness parallel and of course in connection with each other, I can give 5 components:

- knowledge;
- attitudes and values;
- aiding toolset;
- disposition to act;
- existed act.

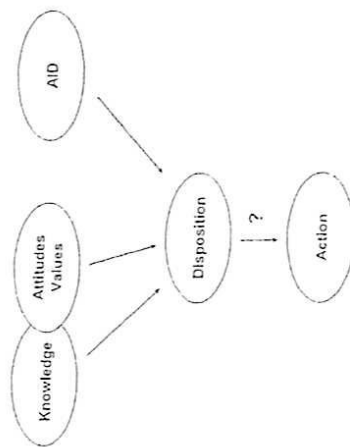


Figure 2:
Components of environmental-consciousness

Knowledge has two co-ordinate parts. It contains the knowledge of the individuals and the knowledge of organisations, as well. Individual knowledge means environmental and factual information of leaders (managers) and workers. Information about the status of the environment and effects of activity on the environment is important, for becoming able to optimise the environmental performance. Environmental information help to answer the "What to do?" questions, whereas factual knowledge the "How to do?" questions. We must difference the knowledge of leaders from workers. Both are important, but it must be considered that they have different possibilities. Workers may have brilliant ideas, but they do not have any competent for doing changes. Leaders can do that.

Organisational knowledge is not just a sum of the individual ones. We have to calculate upon synergic effects, too. Know-how descriptions, internal statistics and report, the solutions of IT-background, results of team-work etc. are examples for knowledge-elements, which arrive not directly from the individuals.

Environmental management has many functions in connection with the knowledge:

- measure the state of knowledge;
- discover the fault and/or critical information and activity;
- harmonize environmental and factual information;
- harmonize leaders' and workers' information;
- build up and develop the knowledge-base.

Attitudes and values are the "soft" cultural elements of environmental-consciousness. We can make a distinction between the leaders and workers values and attitudes from the point of view what kind of role they play in the organisation. But there is a similarity between them. Both leaders and workers make decisions. When one has alternatives to choose, the quality of the decision will depend on his/her scale of values. Of course if we talk about a well-structured, operative decision, the role of values (culture) is not so important. The equipment of the technocratic coordination can solve these problems. But there are problems, which are not well-structured. Solving these problems there are not detailed instructions, the possible outputs are unknown. In this case the role of values is determinant. Attitudes and values are developable, environmental values can be plant into the mind of leader, workers and the whole organisation, as well. This process is called environmental domestication.

Aiding, supporting toolset is the next key-element of working environment-consciously and being able to develop this way. If we talk about organisations, their role is the critical point. We have hypothesised in our research that the quality of structural aiding of environmental-consciousness is low at the moment, but organisations have considerable reserves. From this point of view the toolset can be divided into two parts:

- special environmental elements (e.g. greener production projects, standards for evaluating environmental performance, environmental effect-analysis);
- other elements for aiding problem-solving individually and by team-work (from the brainstorming-techniques to QMS in a wide range).

We believe that using up team-work techniques will help the organisations:

- to discover environmental problems and attitudes to them;
- to work out possible ways of solution;
- and parallel to develop the environmental sensitivity of the human elements.

The forth element is the disposition to act. Disposition derives from knowledge, scale of values, attitudes and the structural aid. Disposition is good, but not enough. Environmental performance will gain just in case of concrete actions. Why is it not obvious that disposition is followed by actions? Shortly I can mention the economical-minded being of enterprises. Because of the favour of profit, or in case of low interest of leaders and owners the fulfilment of environmental favours will be damaged. This means that there is another critical point. Building up an accurate interest-system is essential for becoming environmental-conscious.

Building up and developing environmental-consciousness is a process. In this process negative feedback has a very important role. Results of actions enlarges the base of knowledge, and it makes changes in attitudes. Paying unsatisfactored attention to the importance of feedback, the consciousness will not be developable in a controlled and effective way.

SEEKING THE ENVIRONMENTAL-CONSCIOUS BEHAVIOR

In the year of 2005 and 2006 at the Institute of Management Science we can research this theme under the sponsorship of OTKA (National Scientific Research Fund, No. T048849 Research). We developed a questionnaire for asking organisation. This method analyses the process of environmental-consciousness indirectly. The reason why we have chosen this structure is the duality of human and organisational consciousness, and their relation mentioned above. The questions follow the logic of building up a picture of relevant functional areas of the organisation. This structure allows to seek the environmental-consciousness of leaders, workers and the quality of aiding-toolset at the same time.

Many questions are created to let the respondent to answer by marking a value between 1 and 6. Other questions need yes or no answers, or choose from a list. These questions give the basis of statistical analysis, especially the seeking of statistical contact between the elements.

Other questions ask for detailed answer. These make us able to draw up a detailed picture of the organisation. Using up the information we would like to build up a benchmark-base and aiding-tools for developing environmental-consciousness.

We have designed a composite evaluation-model for our research. It contains the relevant functional areas in connection with the environmental performance, like organisational structure, strategy, culture, objective-system and results on environment, workers, wider society and economy. Following the model makes organisations ready to evaluate the own performance and to develop it.

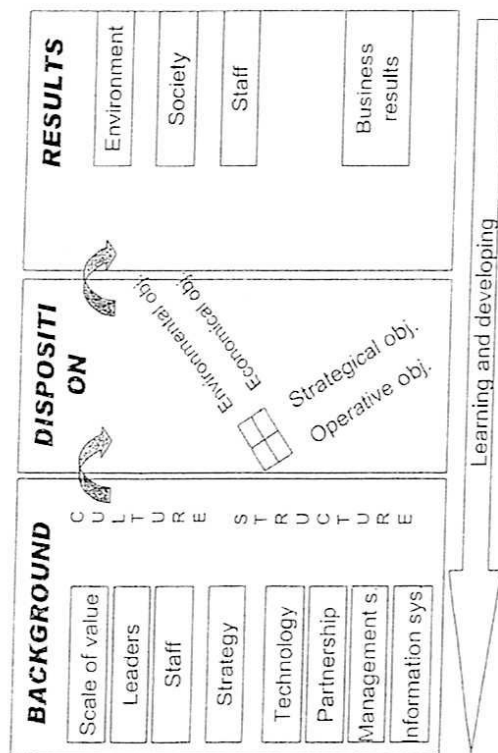


Figure 2:

Model for evaluating environmental performance in a complex way

We have already sent 150 questionnaires to different organisations. We ask profit-oriented enterprises above, but - because of the want to build up the benchmark-base and to get to a detailed and accurate picture of the organisational system - (self)governmental units, NGO-s and other, non-profit ones are interesting, as well.

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P3: ECONOMIC CHALLENGES

VENUE: Room 113. Bld.A/1, 1st floor, 113.
Chairman: István SZINTAY *professor*

Date: March 11, 2005

9.00 WORKSHOP

Complex Study of the Influential Factors of Strategic Control Effectiveness in the North Hungarian Region by the T34890 OTKA research

Presentations by

Mariann Somosi Veres
 Dezső Szakály
 Balázs Heidrich
 István Szintay

Members of the Research Team:

Csaba Deák
 Angelika Árvay
 László Berényi
 Beatrix Bozsó
 Orsolya Hógya
 Csaba Mester
 Zsolt Papp

Q1: COMPANY COMPETITIVENESS IN THE XXI CENTURY

VENUE: Lecture hall IV, Bld. A/1, mezzanine, 1.
Chairman: Ildikó GÁLL PELCZ *assoc. professor*
Secretary: Miklós CSISZÁRIK *assist. professor*

Date: March 10, 2005

14.00	Katalin Erki Budapest Business School, Hungary <i>Competition in Higher Education</i>
14.15	Gábor Bóta Budapest University of Technology and Economics, Hungary <i>Valuing Investments Including Growth Opportunities with Real Options Analysis</i>
14.30	Tamás Koltai, Noémi Kalló Budapest University of Technology and Economics, Hungary <i>Optimizing the Average Waiting Time at the Cash Desks of a Supermarket</i>
14.45	Erika Garaj University of Debrecen, Hungary <i>Alternative Forms and Opportunities of Supporting Learning in the Domestic IT sector</i>
15.00	Erika Garaj University of Debrecen, Hungary <i>Resources of Knowledge-Based Economy: Learning and Identity - A Possible Model</i>
15.15	László Heruádi ¹ , Zsolt Zsigmond Kovács ² Herr Ltd. ¹ , KOVEX-Computer Ltd. ² , Hungary <i>Object-Oriented Approach in Controlling</i>
15.30	Miklós Csiszárlik University of Miskolc, Hungary <i>Offshore Centres, as a Potential Type of Enterprises, Especially in Special Economic Zones</i>
15.45	Break
16.00	Violetta Fodor University of Miskolc, Hungary <i>Foreign Direct Investments Effect for the Host Country and Company</i>
16.15	Eszter Pethő University of Miskolc, Hungary <i>The Internal Value Chain of the Firm from a Rhetorical Perspective</i>
16.30	Erika Fülöp Szilágyi University of Miskolc, Hungary <i>The Strategy of Hungarian Chamber of Commerce According to the Law</i>
16.45	Ildikó Gáll Pelcz University of Miskolc, Hungary <i>Development of Information Basis Required for Measuring the Fulfilment of Strategy</i>
17.00	Zsófia Faigl Gedeon Richter Ltd., Hungary <i>Computer Systems in Quality Management Processes at Hungarian Pharmaceutical Companies</i>
17.15	Melinda Klausz University of Veszprém, Hungary <i>Intellectual Capital in Human Aspects</i>
17.30	Gabriel Bratucu, Tiberiu Foris, Doru Dima "Transilvania" University of Brasov, Romania <i>The Review for the Marketing Environment in which BCR (Romanian Trust Company) Operates Towards Privatisation</i>
17.45	Summary